

SECTION 20.10: INTRODUCTION

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As a supervisor, your primary responsibility is to ensure that the goals and objectives of your work unit are accomplished. You do this in a variety of ways: planning and organizing the work to be done; screening, hiring, orienting, and training the people to do the work; offering assistance and solving problems when necessary; and reviewing and measuring the work accomplished against the planned objectives.

Occasionally, an employee's behavior or performance is inconsistent with your work plans and has an adverse effect on both the work plans and on the ability of the work unit to meet its objectives. This chapter outlines tools available to you and briefly discusses what steps to take when issues like this arise.

A problem performer is an employee whose behavior or work product does not meet the needs of the organization because the employee:

- Hinders progress of the organization.
- Restricts performance of others in the organization.
- Impedes customer service.

This chapter will help supervisors identify strategies for dealing with employees who:

- Fail to meet performance expectations.
- Violate work rules governing employee conduct.
- Do not possess the competencies to perform the essential functions of their job (incompetence).
- Have a qualified disability as defined under the Americans with Disabilities Act Amendments Act (ADAAA) which prevents them from performing the essential functions of their position with or without a reasonable accommodation.

Problem performance can be minimized by utilizing a structured interview and selection process. (Refer to Chapter 4, "Filling a Vacancy.") The first step in obtaining good employees is to utilize effective recruitment, interview, and selection processes.

A proper introduction to job requirements is a vital component of the success of an employee. Refer to Chapter 7, "Staff Orientation and Training," for guidance on new employee orientation.

All new employees appointed to permanent positions are required to serve a six-month probationary period. Supervisors are encouraged to utilize the probationary period to evaluate the performance of their newly hired employees. If the newly hired employee is not successful in meeting the defined performance expectations of his or her job, the supervisor should terminate the employee during the employee's probationary period.

Individuals promoted within an appointing authority's department and to positions covered by the Department of Administrative Services – Human Resources Enterprise Rules may be required to serve a six-month probationary period in the class to which promoted before the promotion becomes permanent. The employee should be notified in writing that he or she will be serving a probationary period during the first six months of the promotion. At any time during the promotional probationary period the appointing authority may return the employee to the formerly held class.